



# Recruitment and Selection Policy and Procedure

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**Author:**  
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**HR Team**  
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**Agreed:**

	<b>EIS</b>
	<b>Management</b>
	<b>Unison</b>

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## History of Changes

<b>Version</b>	<b>Description of Change</b>	<b>Authorised by</b>	<b>Date</b>
1.0	New policy created.	HR Team	August 2018
2.0	Changes to composition of Interview Panels	HR Team	April 2019
3.0	Change to HR job title, written statement of particulars sent before start date (legislative change), removal of reference to Decision to appoint form.	HR Team	July 2020
4.0	Reference to People Strategy added, removal of reference to Principal approval for requisition form.	HR & People Development Team	September 2020

West Lothian College is an inclusive organisation and all policies, procedures, strategies, plans, provisions, criteria, functions, practices and activities, including decisions and the delivery of services are assessed to consider the impact on staff and students covered by the Equalities Act 2010 by the completion of an Equalities Impact Assessment (EIA). Protected characteristics are defined as age, disability, gender reassignment, marriage or civil partnership (in employment only), pregnancy and maternity, race, religion or belief, sex, sexual orientation. All college policies and procedures can be provided in an accessible format.

## **Policy Statement**

### **1 Aims**

West Lothian College as a major employer is committed to creating an environment in which all are given equal opportunity.

The College aims to achieve a corporate and consistent approach in the critical area of recruitment and selection, to secure appropriately qualified and experienced staff to carry out the job functions required. In achieving this aim the procedure must take account of employment legislation, particularly governing equality of opportunity and good practice.

The College has a People Strategy with the workforce aim of: *attracting and retaining our people with the required skills for a workforce of the right size, shape, cost, and agility*. The Recruitment & Selection Policy & Procedure is a key tool to achieve College objectives and ensure staff appointed reflect and strengthen the values of the College.

### **2 Scope**

This policy applies to all existing posts of the College.

### **3 Policy**

Human Resources is responsible for monitoring the operation of the Policy, recommending any improvements and identifying appropriate staff development for those involved in recruitment and selection.

All those involved in the interview process will receive appropriate training in interviewing skills, including non-discriminatory questioning.

## **1 Job Vacancy**

### **1.1 Approval to fill Vacancy**

A Staff Requisition Form should be completed by the appropriate manager for all vacancies. Where the vacancy occurs in an established position, the manager should not assume automatic replacement but should review the post with HR to see if it is still required in its existing format, or alternatively, whether restructuring of the post or department is required. No action should be taken to fill a vacancy or new post until it is established that there is a need for the work to be done and that it could not be undertaken by existing staff.

- 1.2** When the Staff Requisition Form has been completed the manager should pass the form to the Executive Office for signing by the relevant Vice Principal. Once signed off the vacancy will be processed by HR who will enter the job advert into the My Job Scotland (MJS) portal.

## **2 Planning**

### **2.1 Job Description**

A job description will be produced (or updated if it already exists) in all cases by the manager in conjunction with HR. The job description will be produced in a consistent manner and format.

This will contain information on the posts

- remit and objectives;
- duties and responsibilities;
- position within the organisation; and
- skill, knowledge and experience requirements.

### **2.2 Person Specification**

It is essential to prepare a person specification for each post to be filled. The aim of a person specification is to define more specifically the knowledge, skills and experience required to carry out the tasks summarised in the job description. The person specification will be produced in a consistent manner and format. This will contain:

- educational attainments
- work experience
- general abilities
- specific aptitudes
- motivational & personal traits
- circumstances

## **2.3 Job Advert**

The advert gives a clear idea of the main duties of the job and the work environment, and indicates the essential requirements for the job drawn from the person specification. An advert is prepared by HR in conjunction with the appropriate Manager.

## **3 Advertising**

### **3.1 Internal/External Advertising**

All vacancies will normally be advertised internally and externally in the first instance and **all** existing staff will be eligible to apply.

#### **Advertising Media**

All jobs will be advertised on the My Job Scotland portal. Other advertising media will be considered as follows:

- Job Centre website
- Trade Publications
- Social Media
- Universities/Colleges links
- Word of mouth/existing employees

All candidates will be directed to apply via the My Job Scotland portal. When advertising in newspapers or professional journals is required consideration must be given to the nature of the post, in order to maximise the number of suitable applicants with minimal expenditure by carefully targeting the appropriate media. This should be agreed in conjunction with HR.

## **4 Handling Applications**

### **4.1 Application Pack**

The application pack will contain:

Application Form, including Equal Opportunities Monitoring Form  
Job Description and Person Specification  
Job Advert

### **4.2 Application Form**

Application forms will be completed for each post. All applications will be on the My Job Scotland portal.

### **4.3 Equal Opportunities Monitoring Form**

On receipt of the completed application form the Equal Opportunities Section is detached. It is not shown to the selectors. HR is responsible for the safekeeping and confidentiality of the Equal Opportunities monitoring information. The information contained in these forms is used for statistical purposes, primarily the monitoring of job applicants and the composition of the workforce.

## **5 Short-Listing**

### **5.1 Criteria**

Via My Job Scotland, the appointing Manager will shortlist on the following criteria:

- Educational Attainments
- Work Experience
- General Abilities/Special Aptitudes

The scoring falls into the bands of 'exceeds/meets/falls below'.

There is no minimum or maximum number of candidates who should be short-listed, although three to five is the ideal. Re-advertisement may be considered where insufficient candidates are available.

A periodic review of shortlisting will be done by HR to ensure that candidates with disabilities are not being discriminated.

## **6 Interview Arrangements**

Where possible, candidates should be given a minimum of one week's notice of interviews. The call to interview letter will state the date, time and place of interview and to whom the candidate should report. Candidates will also be asked if they require any special access needs. If it is intended to test the candidates at interview, for example by carrying out a typing test, this will be stated in the interview letter. Candidates will be asked to confirm their attendance at interview.

Interview arrangements for Lecturing roles will normally involve the following:

- Written Lesson Plan
- Mini Teaching Session (A Student Vice President will observe this Session and provide feedback on the candidate's teaching).
- Q & A
- Panel Interview
- Department Visit

Interview arrangements for Manager/Senior Support staff will normally involve the following:

- Presentation
- Q & A
- Written exercise
- Panel Interview
- Department Visit

Interview arrangements for Other Support staff will normally involve the following:

- Panel Interview
- Practical Exercise (if appropriate)

## **7 Conducting the Interview**

### **7.1 Panel Members and their Roles**

The role of the Interview Panel is to identify the candidate who is most suitable for the post. All members of the Interview Panel should be familiar with the contents of the Person Specification.

The Panel will consist of the following:

- For Managerial roles: member of Executive Leadership Team, Line Manager, HR Business Partner.
- For other roles: Line Manager, other appropriate management representative(s) (if required), HR representative.

### **7.2 Questions**

For each interview there will be a bank of questions with scoring indicators.

The following questions will be asked:

- Behavioural: the candidate will be asked to cite examples from past behaviour/actions.
- Values based: the candidate will be asked questions relating to the College's values.

Furthermore, some subject specific/Technical questions will be asked and the line manager will be requested to provide these questions.

In addition, after reading thoroughly through the candidate's application form the interviewer is able to select particular points for clarification or expansion.

### **7.3 Structure**

The structure of the interview is pre-arranged with questions as outlined above and there will also be the opportunity for probing specific areas. This assists in fair, consistent interview and selection. The roles of the panel members during the interview process are as follows:

- The appointed Chairperson will coordinate the interview.
- The Panel Members will question the candidate to assess their professional and technical suitability for the post. In framing their questions they will have regard to the job description and the Behavioural, Values Based and Subject specific/Technical questions, as well as the candidate's application form.
- It may be due to the technical nature of the role that an additional panel member from the department is required to join the interview panel.
- The HR representative in addition to asking appropriate questions, deals with issues relating to employment conditions and must be satisfied that an appropriate decision is reached.

The HR representative should ensure that each interview is conducted fairly, with regard to legislative requirements and to College policy. Prior to interview the HR representative will ensure that all panel members have copies of the information sent to applicants and copies of the application forms.

The Chair informs Panel Members how the interview will be conducted, and introduces candidates to the Panel. At the end of the interview he/she ensures that candidates have had an opportunity to have any reasonable question answered. Following the final interview the Chair hears the views of all members of the Panel on the suitability of the applicants for the post and a scoring matrix is completed and signed by each panel member.

A preferred candidate/s should be identified and a reserve candidate should also be identified, where possible.

### **7.4 Conclusion**

The aim, at the conclusion of the interview, is for the panel members to reach a consensus in the overall candidate assessment and selection of the successful candidate.

### **7.5 Notes**

The aim of the interview is to assess each candidate's ability to do the job. The interviewers may take notes in order to assess each candidate against the criteria in the Person Specification. These notes are useful if the candidate requests feedback and candidates can request them by

submitting a Subject Access Request. All papers should be returned to the HR representative.

## **7.6 Bribery**

The College has a strict anti-bribery and corruption policy in line with The Bribery Act 2010. Accepting or allowing another person to accept a Bribe to obtain advantage in the recruitment process will be considered gross misconduct which will be subject to formal investigation under the College's disciplinary procedures.

# **8 Selection and Appointment**

## **8.1 All Staff**

The appointment process will be administered by the HR representative. A verbal offer will be made followed by a written offer letter. All offers will be subject to two suitable references, medical checks and Disclosure checks. No rejection letters should be sent to unsuccessful candidates until written agreement by the successful candidate has been received. Unsuccessful candidates may, on request, be given feedback on their interview/selection performance.

## **8.2 Health Screening**

Medicals are not normally required. However, if the Occupational Health Service has any concerns over the Health Questionnaire, or if a post is in a high-risk area, a referral will be arranged with them.

## **8.3 Protection of Vulnerable groups (PVG) Scheme**

It is part of the College process to request a PVG Check prior to employment due to the fact that contact may be had with children as part of the candidate's role at the College.

## **8.4 References**

References are normally taken up at the time a selection decision has been reached following interview. A provisional offer of appointment will be made subject to satisfactory references. It is normal practice to obtain two references, in writing, and these should be provided by employers or other relevant sources. References from family members or personal friends will not be accepted. One of the references is normally from a current employer if in employment, or a recent employer if previously employed. The HR representative is responsible for the designing, sending and successful completion of such forms.

## **8.5 Terms and Conditions**

Following verbal acceptance from the preferred candidate, an offer of employment letter will be sent to them together with a Written Statement of Main Particulars of Employment.

## **8.6 Induction**

It is the responsibility of the HR representative and the appropriate Manager to ensure that arrangements are made for Induction of the new employee, in accordance with the College Induction Procedure.

## **9 Complaints**

All documentation relating to the recruitment and selection process will be held by HR along with reasons for non-selection of candidates. This will be kept for a minimum of six months.

Complaints should be submitted in writing to the Head of HR & People Development.

## Equality Impact Assessment

Before carrying out an EIA, you should familiarise yourself with the College's EIA Policy Statement and Guidance, along with further information and resources which are available on Serengeti

EIA covers **strategies, policies, procedures, plans, provisions, criteria, functions, practices and activities, including decisions and the delivery of services**, but will be referred to hereinafter as 'policy/practice'.

<b>Policy/Practice (name or brief description):</b>	Recruitment & Selection Policy
<b>Reason for Equality Impact Assessment (choose from the following options):</b>	
<ul style="list-style-type: none"> <li>• Proposed new policy/practice</li> <li>• Proposed change to an existing policy/practice</li> <li>• Undertaking a review of an existing policy/practice</li> <li>• Other (please give detail):</li> </ul>	Proposed change to an existing Policy.
<b>Person responsible for the policy area or practice:</b>	
Name:	Derek O'Sullivan
Job title:	Senior HR Business Partner
<b>An Equality Impact Assessment must be carried out if the policy/practice:</b>	
<ul style="list-style-type: none"> <li>• affects <b>operational</b> or <b>strategic functions</b> of the College</li> <li>• is relevant to the promotion of equality (in terms of the Public Sector Equality Duty 'needs' as set out in the Policy and Guidance)</li> </ul>	

Why the EIA is being carried out	The policy directly affects the operational & strategic functions of the College
<b>Equality Groups</b> Relevant to the Policy/Practice, identify which of the undernoted equality groups are impacted upon:	
<ul style="list-style-type: none"> <li>• Age</li> <li>• Disability</li> <li>• race (including ethnicity and nationality)</li> <li>• religion or belief</li> <li>• sex</li> <li>• sexual orientation</li> <li>• gender reassignment</li> <li>• pregnancy and maternity</li> <li>• marriage or civil partnership</li> </ul>	The Policy applies across all staff, prospective staff and job applicants.

**Record your assessment against the following statements:**

<b>Statement</b>	<b>Equality assessment</b>
Detail the evidence of the needs of the identified equality groups and any gaps in information	The purpose of the Policy is to provide a clear approach to how the College manages Recruitment and Selection of staff.
Will application of this policy/practice lead to discrimination (direct or indirect), harassment, victimisation, less favourable treatment for particular equality groups?	No – the Policy applies across all staff, prospective staff and job applicants and no impact on any equality group with protected characteristics has been identified. The Policy highlights the importance of adhering to the requirements of a Disability Confident employer status.
If yes, how will the policy/practice be changed to contribute to advancing equality of opportunity	N/A

State how this policy/practice will foster good relations:	The Plan will ensure that the College recruits and selects staff in a clear, consistent and equitable way.
Will the policy/practice create any barriers for any other groups?	No
If yes, how will the policy/practice be changed to contribute to advancing equality of opportunity	N/A
Which equality groups or communities have been consulted in the development and review of this policy/practice?	The Senior Team and Trade Unions were consulted during the creation of this Policy.

<b>Equality Impact Assessment Outcome</b>	
Select one of the four options below to indicate how the development/review of the policy/practice will be progressed and state the rationale for the decision. (Delete the options that do not apply):	
<p><b>Option 1:</b> No change required – the assessment is that the policy/practice is/will be robust.</p> <p><b>Option 2:</b> Adjust the policy or practice – this involves taking steps to remove any barriers, to better advance equality and/or to foster good relations.</p> <p><b>Option 3:</b> Continue the policy or practice despite the potential for adverse impact, and which can be mitigated</p> <p><b>Option 4:</b> Stop the policy or practice as there are adverse effects cannot be prevented/mitigated against.</p>	Option 1
<b>Monitoring</b>	
When will the policy/practice next be reviewed?	The Policy is reviewed every three years.

<b>Publication of EIA</b>	
<p>Can this EIA be published in full, now? Please state Yes or No</p> <p>If No – please specify when it may be published or indicate restrictions that apply:</p>	<p>Yes</p>
<b>Sign-off</b>	
<p>EIA undertaken by</p> <p>Name:</p> <p>Date:</p> <p>Accepted by person responsible for the policy/practice named above:</p> <p>Name:</p> <p>Date:</p>	<p><b>Derek O’Sullivan</b></p> <p><b>26 June 2019</b></p>